

Statement of David J. Glawe

**Nominee for Under Secretary for Intelligence and Analysis,
Department of Homeland Security**

Before the

U. S. Senate Select Committee on Intelligence

June 28, 2017

* * *

Chairman Burr, Vice Chairman Warner, and Members of the Committee – Thank you for the opportunity to appear before you today as the President's nominee for Under Secretary for Intelligence and Analysis (I&A) at the Department of Homeland Security (DHS). I am honored to have been nominated for this position by President Trump, and I am humbled to have received the support of Secretary Kelly, Deputy Secretary Duke, and Director of National Intelligence Coats.

I would like to take a moment to recognize my family. I am grateful for the support they provide, the core values they instilled in me, and the sacrifices they made to enable me to pursue a career in public service. With us today are the bedrocks of my life – my 20 year partner and husband Perry Goerish, an FBI Supervisory Special Agent at the Washington Field Office; and our children Alexis, who turns three in August, and Wyatt, who just turned two on Saturday. Also here are my parents Nancy and Jim Glawe; my sister Dr. Jane Glawe and her husband Gerardo Salinas; my mother-in-law Beverly Goerish and I would like to recognize my deceased father-in-law Roger Goerish who is here in spirit. I also want to thank the friends and co-workers who have supported me throughout my life – I would not have this opportunity without them.

The mission statement of DHS is clear and direct: With honor and integrity, we will safeguard the American people, our homeland and our values. DHS faces a complex and evolving threat environment, and must work across the federal government, and in concert with our State, Local, Tribal, Territorial, and Private Sector partners. As the only member of the US Intelligence Community statutorily charged with sharing intelligence and information with our State, Local, Tribal and Private Sector partners, I&A enables DHS to execute its mission.

Secretary Kelly's guidance is clear: he expects I&A to provide timely, useful, and operationally-relevant intelligence to the DHS enterprise, the intelligence community, and our state and local partners. I have more than 24 years of experience in law enforcement and intelligence which includes serving as a Houston, Texas, and Aurora, Colorado, police officer; supervising counterterrorism and national security cases as an FBI Special Agent; integrating and creating efficiencies with the threat finance mission at the Office of the Director of National Intelligence;

and most recently leading the Office of Intelligence at US Customs and Border Protection, the nation's largest law enforcement agency.

If confirmed, I will work to apply the knowledge I acquired and the lessons learned to make I&A a premier intelligence organization that drives operations, intelligence integration, information sharing, and the delivery of unique analysis to operators and decision-makers that enables them to help identify gaps, position resources, and ultimately mitigate threats. I will work tirelessly to ensure that I&A stays focused on delivering the information its customers need to be effective in their missions to keep the homeland and our communities safe.

I&A has one of the broadest customer bases among intelligence agencies, ranging from the DHS Secretary and Components; policymakers; the US Intelligence Community; thousands of state, local, and private sector officials; and foreign partners - each of whom have different mission, information, and classification requirements. I&A must continue to meet their diverse needs by producing a broad range of usable intelligence products for strategic and tactical use. If confirmed, I intend to focus I&A's analytic capacity on areas where we are positioned to add value or that are underserved by other parts of the intelligence community- rather than duplicating work done elsewhere. The trade, travel, cyber, border, marine and aviation security are logical areas of mission focus that DHS has a unique and significant role.

Intelligence production must be integrated in the sense it must take into account all the relevant information available to illustrate an accurate and comprehensive threat picture. Silos and stove-piping information puts the country at risk. Intelligence community, law enforcement, regulatory agency, and open-source information must be accessible and available in a usable format to develop an accurate and complete threat picture. We must be focused and vigilant to identify unknown and complex networks from Transnational Criminal Organizations, Foreign State Actors, and terrorists attempting to harm the United States. If confirmed, I intend to review intelligence production at I&A to ensure that we are effectively integrating DHS with State, Local and Private Sector partners. Our goal must be to take an integrated and mission-focused approach to intelligence assessments, with unbiased analysis and sound tradecraft that drives timely production with repeatable and adaptable business processes.

I&A's greatest strength, without question, is its people. If confirmed, it will be my honor to lead the homeland intelligence professionals at I&A as we endeavor to implement Secretary Kelly's vision by meeting the needs of the primary customers, integrating intelligence and operations, and making I&A a mission-focused and productive environment for the workforce.

It's no secret that workforce morale is an enduring challenge at I&A. If confirmed, I plan to spend time getting to know both the organization and the workforce in an effort to better understand the underlying issues. As I have done in my management positions, I will support diversity and encourage programs to recruit employees who represent the communities we serve. In addition, clear protocols for career path progression and professional development opportunities will be messaged to the workforce.

If confirmed, I will work with the leadership team to find ways to help employees better understand their mission and develop strong connections both to that mission and to their

customers. I have adopted this approach in the past with great success. Most recently at US Customs and Border Protection's Office of Intelligence, I oversaw a significant increase in the Federal Employee Viewpoint Survey results over the course of my tenure. The key to that success was a mission orientated approach, integrating intelligence and operations, empowering mid-level managers with the ability to be creative, receive input from all employees, and make decisions. Achieving success in this area is difficult, but I am confident a collaborative mission-centric approach will put I&A on the path to improving workforce morale.

In closing, I would like to take a moment to recognize the important role Congress plays in the success of I&A. If confirmed, I pledge to enable the Committee to fulfill that role by keeping you fully informed on I&A activities and developments. I am committed to transparency, and I look forward to partnering with you as we move the organization forward to best protect the Homeland.

Thank you again for the opportunity to appear before you today. I look forward to answering your questions.